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16 October, 1951

Director of Training

CIA Orientations Officer

Indoctrination of new CIA employees

1. Since we are planning to inaugurate an Indoctrination Course for new employees to be given as soon as they have been cleared by I & S, it was deemed necessary that the CIA Orientations Officer monitor the program now conducted by I & S to ascertain how the presentation of the two programs could possess a more integrated unity. The following comments and recommendations regarding the substance and format of the I & S course are a byproduct of this effort.

2. Film Presentation

a) Realizing that the newly-employed personnel receiving the I & S Indoctrination Program had filed their application for employment many months ago and since that time had been checked and double-checked with friends, relations and business acquaintances, the very fact that they eventually are chosen must make them feel that employment in CIA is something special. This should give them a high regard for the importance of the Agency even though during the waiting period they might have been frequently impatient and anxious to get on the job quickly.

b) Accordingly, when the lights are extinguished at the beginning of the I & S program and the film flashed on the screen shows "State Department - 1947" I feel that we have immediately created peculiar mental tail-spins in the minds of all of those present. First of all, if this Agency is the important organization in government which we hold it to be, with singular security problems, why does it not have a CIA film presentation to cover its own needs? Again, (and this observation is not being motivated by sympathy or lack of sympathy for the manifold critics made of the Department of State) we should be realistic enough to recognize the fact that the Department of State has been used so much as a whipping block, must it not seem peculiar to the novice mind for us to use that Department as the standard for our protection of information?

c) Hence, I feel the use of the State Department film creates a particularly negative psychological impact on the minds of the newcomers into our Agency. Besides this factor, this film presentation is dated, which limits its usefulness for the year of 1951. Instead of the reality of today, Mr. Acheson is pictured as saying in 1947, "Our security program is not aimed at any nation or group of nations." Lastly, the film is too much an organizational story of the State Department, using terminology which is peculiar to that Agency. For example, near the end it speaks about the importance of protecting information on the part of all "departmental or foreign service employees."

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d) Recommendation: The concept of using a film to start the I & S indoctrination is good. I recommend, therefore, that this Agency take immediate steps to develop our own CIA film which could most appropriately begin with a message from the DCI, then point out some of our own particular problems in this area, followed by illustrations of pertinent aspects of security in dealing with other agencies of government or outsiders, and conclude with a salutary message by the CIA Security Officer.

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### 3. Specific Observations

a) The presentation which follows the film is very technical, referring to "tumblers," "slots," "drive wheels," and other paraphernalia that go into the construction of locks for safes. Much of this material, referring even to manufacturers' names, can be eliminated or streamlined.

b) A great deal of time is consumed speaking about the "checks" that are made by such specialists as the "After-hour Checkers," who turn the dial to the right; the "Guards," whose duty it is to spin the dial to the left; the occasional check of the "Night Security Officer," and finally the eyes-open attitude of the janitor force. This can be shortened with strength.

c) The people are told to "pipe down" on "cleak and dagger" approaches because, after all, "we are just another government agency." I realize that the I & S man is attempting to bring reality into the presentation. However, this example shows how more care should be used on the accuracy of seemingly casual statements, since much of the function of the Office of Training is to prove with power that we are not just another government agency. This latter concept has been emphasized by the Agency Security Officer in the Orientation courses.

d) In the Security Manual given to each new employee and repeated by the I & S lecturer, is the admonition that CIA personnel are not allowed to amplify to an unauthorized person a brief four-line statement regarding the description of CIA. This touches upon an element of unreality since the National Security Act of 1947, which is Public Law 253 for all to read, has two and one-half pages of material regarding our activities.

### 4. General Observation

Because the whole I & S presentation seems merely to take up each point as it limps into the mind of the lecturer, it tends to become tiresome and repetitive after about one hour. By that time so much has been stated about "waste baskets," "classified waste," "manipulation-proof safes," "witnesses at the incinerator," "copies of correspondence," "carbon paper," "typewriter ribbon," etc., etc., stressing each point with equal importance, I feel that confusion rather than clarity is generated.

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5. Conclusion

On the whole the presentation is not manly, hitting hard about the fact that security is based upon individual responsibility, even though this point had been used as an introductory statement. The I & S can benefit greatly by formulating and adopting appropriate visual aids to which this kind of a program admirably lends itself. Furthermore, by re-arrangement of the lecture material and streamlining the presentation, I am convinced that this opening Security Course can be done in shorter time with greater benefit to the security effort of our Agency. When done in this manner the minds of the newly employed personnel will be better conditioned for the organizational Indoctrination Program which we will conduct on the same day.

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CIA ORIENTATIONS OFFICER

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